

Sierra Foothill Research and Extension Center **STRATEGIC PLAN**

2014 - 2034



University of California
Agriculture and Natural Resources

Research and Extension Center System

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EXECUTIVE SUMMARY

For over half a century the Sierra Foothill Research and Extension Center (SFREC), one of the UC Division of Agriculture and Natural Resources' nine research and extension centers, has provided critical research and outreach support for UC academics and their cooperators including projects on beef cattle production and health, water quality, grazing management and biodiversity conservation. As the agricultural and natural resource challenges facing California continue to mount and become more complex, demand for research and outreach support at SFREC has progressively increased. In 2012, SFREC initiated a stakeholder driven strategic planning process to address these emerging challenges and opportunities. This initial effort identified four strategic directions as well as associated goals, key actions and deliverables that form the foundation for a long-term framework to set direction and focus effort over the next 20 years. The four strategic directions include:

- **Enhance SFREC-based Research Support and Research Integration**
- **Expand Extension and Education Efforts at SFREC**
- **Improve Management of Agricultural and Natural Resources**
- **Review and Enhance Staffing Plans and Administrative Processes**

Core findings by stakeholder groups include the opportunity for SFREC to play a broader role in research support and integration, particularly with regard to developing and maintaining long-term databases as well as supporting a more diverse array of research and outreach projects and ensuring allocation processes for project support are transparent and consistent. Stakeholder groups also recognized multiple opportunities to develop outreach programs with local education partners and for SFREC to develop targeted extension programming for clientele across the state. As research and outreach demands continue to evolve, stakeholder groups also recognized the opportunity to build in flexible beef cattle stocking mechanisms to more efficiently adjust to annual changes in research demand and forage production as well as opportunities to supply research animals more efficiently. Lastly, stakeholder groups identified opportunities to refine long-term staffing plans to more closely complement emerging management, research and outreach support needs at SFREC. The SFREC strategic planning committee has identified key deliverables that allow the strategic directions and goals to be tied to an implementation and assessment plan. Goals, key actions and deliverables will be used by REC administrators and the SFREC Director to jointly set outcome targets and annually review progress toward agreed-upon priorities.

February 2014

INTRODUCTION

The Sierra Foothill Research and Extension Center (SFREC) is one of the UC Division of Agriculture and Natural Resources’ nine research and extension centers. The REC system is a strong, vibrant organization of research and education academics supported by extraordinary research management capacity to conduct agriculture, natural resource and human resource programs that enable the delivery of the highest quality science to promote healthy citizens and thriving communities. The centers, located throughout California’s various crop production areas and climatic zones, offer University researchers places to conduct field experiments and outreach programs.

SFREC is located in the sierra foothills east of the northern Sacramento Valley on 5,721 acres of annual rangeland, irrigated pasture, oak woodlands, and riparian corridors along the Yuba River. For over half a century SFREC has provided critical research and outreach support for UC academics and their cooperators including projects on beef cattle production and health, water quality, grazing management and biodiversity conservation. As the agricultural and natural resource challenges facing California continue to mount and become more complex, demand for research and extension support at

SFREC has progressively increased. SFREC has a solid foundation to meet these increasing demands, including a skilled research support staff, animal handling facilities, fabrication shops and an array of equipment needed for intensive, large-scale field research, as well as meeting rooms, dormitory, nature trails and an education pavilion on the Yuba River to support a variety of outreach efforts.

While SFREC has a strong foundation for meeting the increasing demands for research and outreach support, SFREC also faces some serious challenges in preparing to address ongoing and future research and outreach needs. This includes, among others, increasing the number and types of projects that can be supported given a fixed land and labor base, providing project support in a sustainable manner in an environment where project demands and environmental conditions can change drastically on an annual basis, and maintaining a large but aging research and outreach infrastructure. Addressing these challenges and opportunities in an inclusive manner is critical for positioning SFREC for the future and ensuring that SFREC can effectively deliver and coordinate critical research and outreach that California and California rangeland urgently require.

STRATEGY FRAMEWORK

UC ANR Vision Statement

ANR envisions a thriving California in 2025 where healthy people and communities, healthy food systems, and healthy environments are strengthened by close partnerships between the University of California and its research and extension programs and the people of the state. The University remains connected and committed to the people of California, who enjoy a high quality of life, a healthy environment, and economic success in the global economy.

Sierra Foothill REC Mission Statement

Deliver state-of-the-art research and outreach support for key rangeland, agricultural and natural resource issues and lead and facilitate cooperative research, extension and education programs in these targeted areas.



STRATEGIC PLANNING PROCESS

REC system overarching goals

In 2012 UC ANR launched a coordinated, future-oriented strategic planning effort for all nine RECs. The strategic planning charge is to develop a long-term and big picture strategic plan centered on stakeholder input. The strategic plan is designed to serve as a “living document,” a flexible framework to set direction and focus effort over the next 20 years. The strategic planning effort is intended to be inclusive, future-oriented and with a focus on implementation and assessment of plan deliverables through time. SFREC is the first center to engage in this process.

The REC system’s overall strategic planning effort is structured to include the following guiding goals:

- Develop an effective and organized approach for research and the outreach component at the centers and among the centers
- Increase collaboration across the ANR network including collaborations with surrounding Cooperative Extension programs
- Engage the local community in planning and implementation (local community is not necessarily place-based but also subject area-based)
- Engage not previously affiliated partners (e.g., non-ANR UC campuses, CSUs, relevant agencies, organizations)
- Align REC strategic plan with the ANR Strategic Vision 2025
- Develop an effective communication and outreach program to increase visibility and programmatic impact of the REC

- Ensure REC resources are effectively and efficiently utilized, and explore new and diverse opportunities
- Reconstruct the REC system identity by enhancing programming and facility resources

SFREC Committee planning process

In September 2012 a ten-member strategic planning committee was formed (see table) with members broadly representing major SFREC stakeholder groups. These core committee members served as assessment and feedback links with the diverse stakeholder group vested in the long-term future of SFREC. In January 2013 the SFREC Strategic Planning Committee kicked off its year-long strategic planning process that included assessment, strategy formulation and implementation accountability. The committee had five, one-day, in-person meetings. The first meeting provided an overview of the UC Research and Extension Center’s mission and long-term goals that defined the planning process, as well as a current operational overview of SFREC and an outline of what the Director, Superintendent, and other staff viewed as operational challenges and opportunities. From this meeting the committee was asked to conduct a situational analysis with their stakeholder groups to identify current strengths and weakness of SFREC, as well as outline potential future opportunities and threats that could influence how SFREC operates in the future. The second meeting focused on understanding and exploring this stakeholder input and synthesizing this input into four strategic directions. The next two

meetings focused on honing the scope of the strategic directions and developing goals and key actions associated with each strategic direction. Prior to the last meeting committee members were asked to consult with their stakeholder groups and get feedback on the proposed strategic directions, goals and key actions. This feedback was explored during the last meeting in June 2013 and used to refine the content of a draft strategic plan. The draft plan was then circulated for comment November 2013 and a final plan was approved in 2014.

Implementation and assessing strategic plan outcomes

The SFREC strategic planning committee and the REC system administrators recognized early on that the planning process must be intimately linked to a streamlined and executable implementation and assessment plan. Toward this end, committee members were asked to help identify deliverables associated with each key action as well as the persons/organizations with implementation authority. This broad matrix that links strategic directions, goals, and actions with implementation authority and deliverables will be used as the framework for identifying implementation priorities and assessing implementation progress through time. The SFREC Director in conjunction with the REC system administrators will develop annual priorities for plan implementation. Deliverables associated with goals and key actions will be used by REC administrators and the SFREC Director to jointly set outcome targets and annually review progress toward agreed-upon priorities.

COMMITTEE MEMBER	COMMITTEE MEMBER STAKEHOLDER AFFILIATION	ADDITIONAL STAKEHOLDERS CONTACTED
Jeremy James, Chair	Director, UC ANR Sierra Foothill REC	<ul style="list-style-type: none">• Previous SFREC Directors
Dustin Flavell	Superintendent, UC ANR Sierra Footill REC	
Theresa Becchetti	UC Cooperative Extension Advisor	<ul style="list-style-type: none">• Other UCCE Livestock & Natural Resources Advisors, and Natural Resources Advisors
Glenn Nader	UC Cooperative Extension Advisor	<ul style="list-style-type: none">• CALFIRE• Rangeland Coalition• California Natural Resources Conservation Service (NRCS)
Katie Suding	UC Agriculture Experiment Station Faculty and Professor, Department of Environmental Science, Policy, & Management (ESPM)	<ul style="list-style-type: none">• UC Berkeley College of Natural Resources CE Specialists and AES faculty, including rangeland group and former Integrated Hardwood Range Management Program members
Cassandra Tucker	UC Agriculture Experiment Station Faculty and Professor, Department of Animal Science	<ul style="list-style-type: none">• UC Davis, Dept. of Animal Science CE Specialists & AES faculty
Toby O’Geen	UC Cooperative Extension Specialist, Department of Land, Air and Water Resources (LAWR)	<ul style="list-style-type: none">• UC Davis Dept. of Land, Air and Water Resources and Dept. of Plant Sciences CE Specialists & AES faculty
Bruce Hoar	Research Scientist, Western Institute for Food Safety	<ul style="list-style-type: none">• Vet School Cooperative Extension (CE) Specialists and Ag Experiment Station (AES) faculty
Terry Jochim	Producer, Dusty Trail Ranch	<ul style="list-style-type: none">• Other livestock producers
Justin Wages	Land Manager, Placer Land Trust	<ul style="list-style-type: none">• Bear Yuba Land Trust, Solano Land Trust, Feather River Land Trust, Placer County Resource Conservation District, and Sonoma Land Trust
Lisa Fischer, Ex-Officio	Associate Director, UC ANR Research and Extension Center System	
Roger Ingram, Facilitator	UC Cooperative Extension Advisor and County Director	<ul style="list-style-type: none">• Tahoe Cattlemen• 4-H• Placer County Resource Conservation District
Katherine Webb-Martinez, Process Support	Analyst, UC ANR Program Planning and Evaluation	

STRATEGIC DIRECTION

#1



Enhance SFREC-based Research Support and Research Integration



Stakeholder groups recognized numerous opportunities for enhancing research support at SFREC and for SFREC to serve as a hub for information sharing and research integration. Key opportunities to increase support include expanding the role SFREC plays in managing long-term baseline monitoring efforts and databases that are of interest to a number of stakeholders, improving transparency in how resources are allocated and developing clear resource allocation guidelines, particularly for projects that require a significant amount of center resources. This latter effort includes making the Research Advisory Committee (RAC) review process more effective so the RAC can be in a more balanced position

to advise the Director and Superintendent about allocation of land, labor and facilities. Stakeholder groups also recognized the research and outreach landscape will continue to change and SFREC should consider increased capacity to support evolving program needs. Along these lines, stakeholder groups recognized that as research efforts continue to expand and diversify, SFREC can play an important role in streamlining communication among researchers and help foster cooperative opportunities. This Strategic Direction identifies key goals and actions that will enable SFREC to enhance research support and information exchange for current and future researchers.

Goals

1. Improve understanding, utility and transparency of the Research Advisory Committee (RAC).
2. Expand amount and diversity of research SFREC can support
3. Promote collaborative research and information exchange.
4. Make high quality, diverse datasets accessible.
5. Expand the number and depth of long-term monitoring datasets directly managed by SFREC.

Intended Outcomes

- SFREC uses transparent land, labor, animal and facility allocation guidelines and data-driven decision making to determine research priorities.
- The RAC is actively engaged in a clearly understood and effective process.
- SFREC resources are fully utilized and support a diverse array of projects, both in terms of program scope and size.
- SFREC increases the number of multidisciplinary and/or integrated projects.
- Long-term monitoring datasets to support other research and extension projects.

STRATEGIC DIRECTION #1

Goal 1: Improve understanding, utility and transparency of the Research Advisory Committee (RAC)

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
1A. Establish specific land, labor, animal and facility allocation guidelines	SFREC Director in consultation with Associate Director of REC system	<ul style="list-style-type: none">Allocation guidelines developed and approved
1B. Develop quantitative and qualitative ranking criteria and scoring metrics for project proposal decision making. <ul style="list-style-type: none">Proposals asked to identify the number of hours and acres needed, as well as flexibility of resource use.Prioritize projects that actively engage other SFREC researchers.Identify metrics that will enable project proposals to better articulate planned results (e.g. number of publications, number of Extension activities, anticipated outcomes/impacts).	SFREC Director in consultation with Associate Director of REC system	<ul style="list-style-type: none">Documented project proposal review process, including ranking criteria and scoring
1C. Align RAC process with REC system processes including clarifying RAC roles and responsibilities and clarify guidelines for off-cycle review process.	Associate Director of REC system and subcommittee of REC Directors	<ul style="list-style-type: none">Updated RAC Policy and Procedure with identified roles and responsibilities
1D. Provide the RAC with an assessment of project proposals' resource impact and presents project trade-off issues prior to the RAC meeting.	SFREC Director	<ul style="list-style-type: none">Allocation guidelines developed and approved

Goal 1 Continued

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
1E. Improve RAC preparation and participation. <ul style="list-style-type: none">Require one in-person meeting. Consider twice a year.Establish an orientation.Adopt in-depth reviewer model to better align member expertise with proposals and reduce workload.Better define local RAC member role including role of agriculture and natural resource groups.	SFREC Director and RAC Chair	<ul style="list-style-type: none">Updated RAC Policy and Procedure with identified roles and responsibilities
1F. Simplify RAC proposal	Associate Director of REC system and subcommittee of REC Directors	<ul style="list-style-type: none">Simplified RAC proposal form

Goal 2: Expand amount and diversity of research SFREC can support.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
2A. Explore support beyond traditional themes based on researcher and clientele interest. <ul style="list-style-type: none">Link new themes (e.g. vineyards, almonds, olives, small farms, fish, water resources) to existing areas of specialization (e.g. working landscape aspect, prescribed fire).	SFREC Director in consultation with Associate Director of REC system	<ul style="list-style-type: none">Number of projects that are outside of the traditional livestock and range management program areas
2B. Develop a variety of mechanisms (e.g. departmental presentations, tours) to engage stakeholders not yet involved at SFREC to demonstrate research and outreach opportunities.	SFREC Director	<ul style="list-style-type: none">Stakeholders not previously involved

STRATEGIC DIRECTION #1

Goal 3: Promote collaborative research and information exchange.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
3A. Add dynamic website list of current projects and updates, including synthesized key findings and information packaged for the public. <ul style="list-style-type: none">Determine if this action requires a new position, redesign of existing position, or utilization of other resources.	SFREC assistant under guidance of SFREC Director	<ul style="list-style-type: none">Updated project information on website
3B. Establish a biennial meeting / symposium to highlight current work and future opportunities for stakeholders. <ul style="list-style-type: none">Encourage Work Groups and Program Teams to meet in conjunction with effort.	SFREC Director in collaboration with Principal Investigators	<ul style="list-style-type: none">Meeting held biennially
3C. Host Department Retreats	UC Department heads	<ul style="list-style-type: none">Number of retreats held
3D. Enhance meeting and overnight facilities.	SFREC Director	<ul style="list-style-type: none">Internal proposals developed for facilities

Goal 4: Make high quality, diverse datasets accessible.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
4A. Determine capacity needed to meet data management needs and flow given current FTE and new IGIS statewide program.	SFREC Director and IGIS lead	<ul style="list-style-type: none">Capacity assessment produced
4B. Develop committee to formalize process for acquiring, arranging and sharing raw data. Require Project Investigators to provide their raw data (on soil, forage production, animal performance, watershed, etc.) to SFREC after publication.	IGIS guidance on mechanics, Associate Director of RECS and SFREC Director lead committee process	<ul style="list-style-type: none">Formalized process for data acquisition and sharing
4C. Work with IGIS to establish long-term data sharing and searchable dataset and make available on website.	IGIS lead	<ul style="list-style-type: none">Searchable data sets produced
4D. Market datasets, make easily available and well-known.	SFREC Director	<ul style="list-style-type: none">Data sets made available and widely known

Goal 5: Expand the number and depth of long-term monitoring datasets directly managed by SFREC (e.g. watershed management, forage production, etc.)

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
5A. Allocate a portion of research hours to the long-term monitoring data gathering projects. Develop and offer staff training.	SFREC Director	<ul style="list-style-type: none">Number of long-term monitoring datasets managed by SFREC (benchmark)
5B. Gather input from stakeholders to advise on long-term project scopes and designs.	SCREC Director	<ul style="list-style-type: none">Stakeholder survey conducted every 5 years or sooner if needed

STRATEGIC DIRECTION #2

Expand Extension and Education Efforts at SFREC

Stakeholder groups recognized SFREC is successful in supporting research and that extension and education programs are under-developed relative to the array of resources SFREC can offer. In addition, stakeholder groups recognized that extension and education programming needs are changing and there is a clear need to move beyond traditional “field-day” extension models and towards topical, hands-on, outcome-based extension and education programs. Stakeholders also recognized that ANR is developing an expanded vision of the Research and Extension Centers and is increasingly looking

for opportunities to position extension programs at some of the Centers. Stakeholders recognized opportunities for academic positions to be housed at SFREC. Lastly, stakeholders broadly recognized that SFREC was minimally tied to the local agricultural community and it was essential to have this local clientele increasingly interact with SFREC. This Strategic Direction identifies key goals and actions that will enable SFREC to expand extension and education efforts as well as enhance relevance of SFREC for the local community.

Goals

1. Enhance connectivity between SFREC and the local/regional agricultural and natural resource communities.
2. Increase targeted, hands-on, extension efforts in animal and natural resource science.
3. Increase availability of demonstration and teaching resources for clientele and college-level students (includes UC, CSU, and community college).
4. Capitalize on ANR, stakeholder and industry support for enhancing research and outreach resources.
5. Develop comprehensive outreach, communications, and marketing plan (for local and state levels), that includes a feedback loop from clientele/public.

Intended Outcomes

- SFREC has active community engagement in planning and delivering extension education programming.
- SFREC delivers hands-on extension activities to meet stakeholder needs and result in meaningful, documented outcomes.
- Clientele and college-level students utilize SFREC education resources.
- SFREC is able to enhance its physical and human resources to meet new extension and research goals.
- SFREC implements a robust outreach strategy to increase stakeholder engagement.

STRATEGIC DIRECTION #2

Goal 1: Enhance connectivity between SFREC and the local/regional agricultural and natural resource communities.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
1A. Identify potential community education leaders and docents that can cooperate with SFREC to design local education programs targeting a broad audience (e.g. California Naturalist Program, Master Gardener, local public schools, charters and non-profit education organizations).	SFREC Director lead in short term with anticipated Program Rep support (contingent on additional internal or external support)	<ul style="list-style-type: none">Contribution and number of partners involved in extension efforts
1B. Work with previous and current educators to develop, simple, engaging, and transferable field education activities for 4-H and K-8 that reflect ANR and SFREC mission. Explore collaboration opportunities with Office of Education to connect to 6th grade outdoor program, the Project Learning Tree, etc.	SFREC Director lead in short term with anticipated Program Rep support (contingent on additional internal or external support)	<ul style="list-style-type: none">Number of educational activities/programs available
1C. Engage 4-H, Master Gardeners, local high school, community college, and agricultural and natural resource-based youth groups programs to examine internship opportunities at SFREC.	SFREC Director	<ul style="list-style-type: none">Internships available on an annual basis

Goal 2: Increase targeted, hands-on, extension efforts for agricultural and natural resource professionals.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
2A. Develop a mechanism to assess/solicit emerging extension and education needs across key stakeholder groups.	SFREC Director	<ul style="list-style-type: none">Process to identify stakeholder learning needs is documented and implemented
2B. Lead and facilitate topical, targeted, outcome-based extension programs by researchers and research groups.	SFREC Director	<ul style="list-style-type: none">Number and impact of programs
2C. Explore funding models to increase support for extension and education programs	SFREC Director in coordination with REC System Administrators	<ul style="list-style-type: none">An assessment of alternative funding approaches completed and discussed with REC administrators
2D. Work with Departments, Program Teams and County-based programs to explore opportunity to house one or more academic positions	SFREC Director in coordination with REC System Administrators	<ul style="list-style-type: none">Discussions exploring opportunities held and positions pursued based on agreements
2E. Explore opportunities for future staff positions to provide extension support.	SFREC Director in coordination with REC System Administrators	<ul style="list-style-type: none">Assessment of existing position duties completed and opportunities for new positions pursued

Goal 3: Increase availability of demonstration and teaching resources for educators.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
3A. Survey stakeholders to identify key demonstration and teaching resource needs that can be provided at SFREC.	SFREC Director	<ul style="list-style-type: none">Completed survey
3B. Develop key demonstration areas.	SFREC Director and Superintendent	<ul style="list-style-type: none">Plan including budget for enhancement/capacity projectsNumber and use of demonstration areas installed

STRATEGIC DIRECTION #2

Goal 3 Continued

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
3C. Archive curriculum and content of previous and future efforts available on website (agendas, presentations, recorded videos, etc.) and provide live webinars.	SFREC administrative assistant and/ or program rep	<ul style="list-style-type: none">Searchable online content
3D. Enhance efforts and build capacity to enable university students to utilize SFREC resources. Work with Departments to develop student opportunities tied to research projects and datasets development (e.g. field-based opportunities, internships, applied resource management skills, dorms, etc.).	UC Departmental faculty with SFREC Director	<ul style="list-style-type: none">Number of college-level students engaged at SFREC in a variety of educational opportunities

Goal 4: Capitalize on ANR, stakeholder and industry support for enhancing research and outreach resources.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
4A. Secure new herdsman position.	SFREC Director with REC System Administrators	<ul style="list-style-type: none">Herdsman position hired (completed in 2013)
4B. Pursue on site or shared program representative positions. (explore opportunities with UCOP Educational Partnership K-12 programs, 4-H, FFA other youth grant funding opportunities).	SFREC Director, County Directors, workgroups and REC System Administrators	<ul style="list-style-type: none">Proposals developedFTE allocated to manage local/regional educational programs hosting a broad spectrum of education programs (youth through adult)

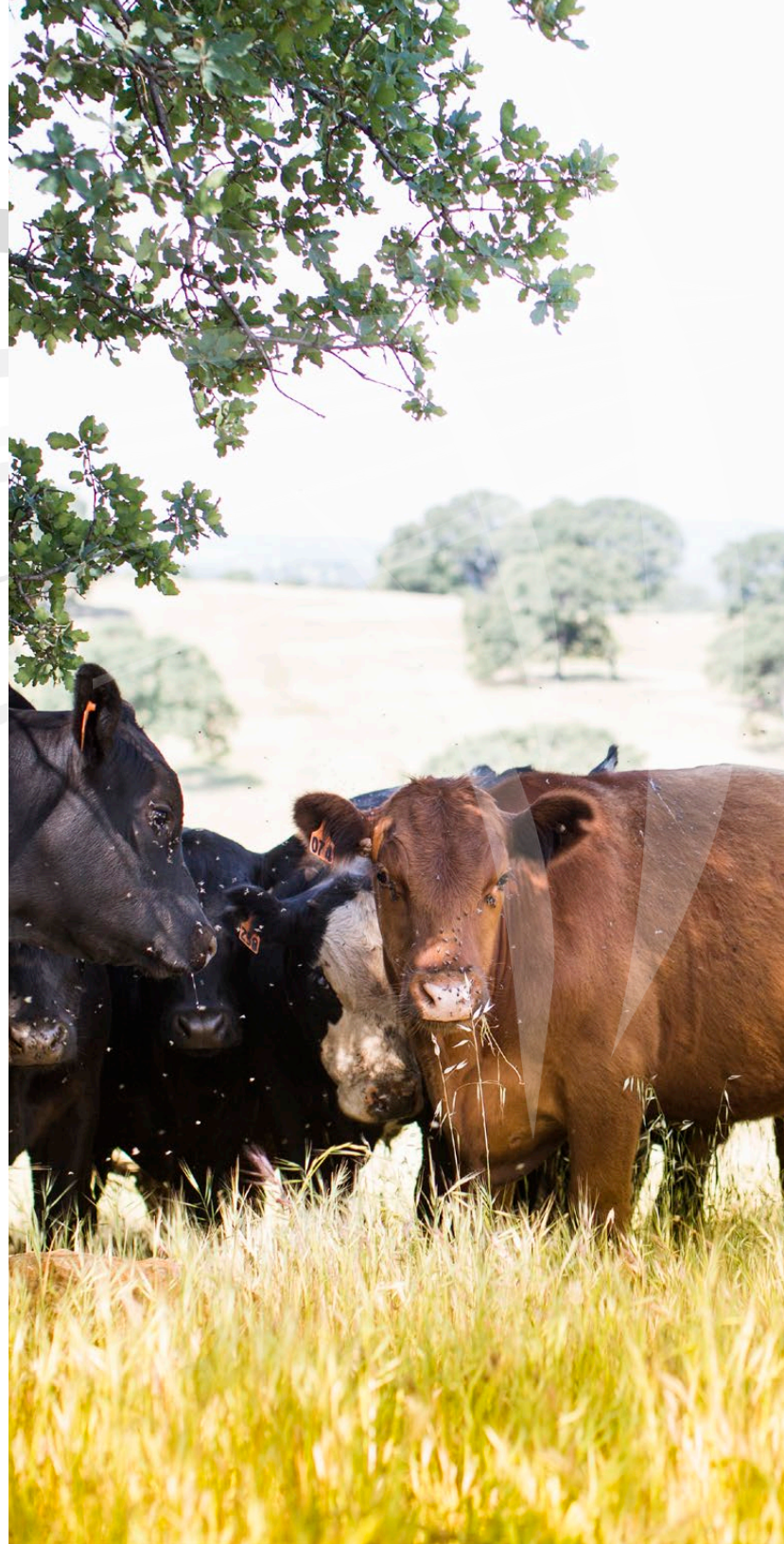
Goal 4 Continued

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
4C. Enhance research, extension and education facilities based on increased program demand and given maintenance capacity. <ul style="list-style-type: none">Determine appropriate capacity of existing dorms and offices to meet new goals.Explore internal and external funding and/or partnership opportunities for potential development of new demonstration building (lab space, conference center, commercial kitchen, expanded cell service, etc.).	SFREC Director with REC System Administrators	<ul style="list-style-type: none">Proposal to support new facilities developedNumber and impact of improvements

Goal 5: Develop comprehensive outreach, communications, and marketing plan (for local and state levels), that includes a feedback loop from clientele/public.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
5A. Develop marketing plan for Center extension activities.	SFREC Director	<ul style="list-style-type: none">Approved marketing plan
5B. Keep website content up to date and relevant to stakeholder needs and emerging issues.	SFREC administrative assistant or program rep with guidance from SFREC Director	<ul style="list-style-type: none">Updated and relevant website
5C. Utilize and expand outreach mechanisms to remain relevant (field days, stakeholder surveys, webpage analytics, K-8 student measurement tools, advisor clientele needs assessment information, social media etc.).	SFREC program rep with input from SFREC director	<ul style="list-style-type: none">Development and application and impact of outlined mechanismsNumber and diversity of activities

STRATEGIC DIRECTION #3



Improve Management of Agricultural and Natural Resources



Research and outreach support at SFREC involves management of over 4,800 acres of rangeland and 160 acres of irrigated pasture that support an average carrying capacity of about 400 animal units. Demands for pasture resources as well as forage availability vary substantially year to year. For example, demand for certain classes of animals (e.g. cows, heifers, steers) can vary between 0 to over 600 animals while carrying capacity can vary between 200 to over 500 animal units because of year-to-year differences in forage production. Healthy animals, pastures, soils and watersheds that provide the foundation for all research and outreach programs at SFREC requires integrated management of these variable resources.

Forage availability usually limits the number of research projects and research animals available. Increasing the efficiency of how forage is utilized

provides an opportunity to increase the number and types of projects SFREC can support on an annual basis. Historically, the UC Davis Department of Animal Science has maintained a beef cattle herd year-round at SFREC and this herd has been used to supply the majority of animals for research projects. Stakeholder groups recognized the value of maintaining a UC-owned herd. Stakeholders also recognized opportunities to add flexibility and efficiency by working with industry to supply yearlings and weaned-calves for research. This Strategic Direction identifies key goals and actions that will enable SFREC to balance multiple stakeholders' needs while increasing research support capacity. This includes enhancement and clarification of Animal Health Care committee and Natural Resource committee purpose, mission, goals and how to incorporate input generated from these committees into annual operations.

Goals

1. Develop an integrated management plan for agricultural and natural resources.
2. Establish long-term stability of UC Davis Animal Science cow-calf herd and enhance flexibility in research animal source and stocking rate.
3. Establish an equitable and consistent contract process for securing research animals.
4. Enhance utility and function of Animal Health Committee.
5. Review, reestablish and enhance utility and function of Natural Resource Committee

Intended Outcomes

- SFREC applies, maintains and demonstrates UC-developed Best Management Practices of SFREC's agricultural and natural resources for educational purposes and improved sustainability in key land management areas.
- To maximize the potential number of research animals available in a given year, SFREC will develop industry partnerships to primarily supply yearling and weaned-calf research needs, and will develop contracts with UC Davis Department of Animal Science and/or other UC ANR partners or industry to primarily supply cow-calf research needs.
- SFREC implements and demonstrates fair research animal contracts.
- Animal Health Committee actively and effectively provides input on managing SFREC animal and pasture resources.
- Natural Resource committee develops, provides guidelines and makes annual assessments on SFREC natural resources.

STRATEGIC DIRECTION #3

Goal 1: Develop an integrated management plan for agricultural and natural resources.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
1A. Manage pastures and animal movements for research, animal production (e.g. animal health and nutrition), and natural resource objectives. <ul style="list-style-type: none">SFREC supports a herdsman position to plan and implement animal movements.UC Davis Animal Science staff manages animal production activities (e.g. breeding, vaccination,) for Animal Science herd and coordinates animal movement needs for herd production activities with SFREC superintendent and SFREC herdsman.Director and Superintendent establish a transparent, data driven process for annual grazing plans (initial plan in summer, revised plan in late winter)	SFREC Director, SFREC Superintendent, SFREC Herdsman, and UC Davis Animal Science staff	<ul style="list-style-type: none">Animal movement plan developed by Superintendent and SFREC herdsman and implemented by SFREC herdsmanAnimal Science and SFREC both indicate coordination is working wellAnnual grazing plan (initial in summer, revised in winter) developed, implemented and communicated, (includes documentation of data driven process to develop plan)
1B. Publish pasture and animal performance data on website	SFREC Superintendent	<ul style="list-style-type: none">Data sets available on website

Goal 2: Establish long-term stability of UCD Animal Science owned cow-calf herd and enhance flexibility in research animal source and stocking rate.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
2A. Allocate herd capacity to incorporate project needs utilizing a combination of UC owned cow/calf animals and Industry-sourced yearling/weaned-calf animals.	SFREC Director	<ul style="list-style-type: none">Research animals secured per animal class meets needs of approved projects

Goal 3: Establish an equitable and consistent contract process for securing research animals.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
3A. Determine and develop contracts for research animals supplied by UC and industry. <ul style="list-style-type: none">Address management responsibilities, financial obligations, and long-term commitment of UC animal units.	Associate Director of the REC System and SFREC Director	<ul style="list-style-type: none">Contracts for animals used in research developed for UC and industry partnersCompleted and signed formal contract with Dept. of Animal Science and Industry partners that clearly articulates agreements on animal units, management responsibilities, and financial obligations

Goal 4: Enhance utility and function of Animal Health Committee.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
4A. Establish committee purpose, mission and goals.	SFREC Director, UC Davis-IACUC representative, ANR Health and Safety, UC Davis Vet-Med Teaching Hospital, Animal Health Care Committee	<ul style="list-style-type: none">Animal Health Committee has a documented, approved charter
4B. Create and review biosecurity plan	SFREC Director, UC Davis-IACUC representative, ANR Environmental Health and Safety, ANR Risk Services, UC Davis Vet-Med Teaching Hospital, Animal Health Care Committee	<ul style="list-style-type: none">A transparent biosecurity plan is implemented
4C. Guide collection, review and evaluation of animal health and production data including recommendation on post mortems.	SFREC Superintendent	<ul style="list-style-type: none">Regular summary of health and management outcomes (determined in charter) that are in a single location, in a uniform manner, available to all interested parties for all cattle kept at SFREC
4B. Ensure Animal Health Committee coordinates with Natural Resources Committee (e.g. on drought management planning).	SFREC Director and SFREC Superintendent	<ul style="list-style-type: none">Documented interactions with Natural Resources Committee

STRATEGIC DIRECTION #3

Goal 5: Review, reestablish and enhance utility and function of Natural Resource Committee.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
5A. Establish and document purpose, mission and goals of committee and committee members	SFREC Director, SFREC Superintendent with guidance from REC system Administrators	<ul style="list-style-type: none">Document describing purpose, goals and mission of the committee
5B. Develop a new, long-term integrated management plan that incorporates best management practices (BMPs) and addresses future goals. <ul style="list-style-type: none">Review existing natural resources plan.Develop guidelines and targets for natural resources and animal resources.	Natural Resource Committee	<ul style="list-style-type: none">Documented natural resource plan outlining BMP's available on the web
5C. On annual basis review candidate non-BMP scenarios based on research needs	Natural Resource Committee	<ul style="list-style-type: none">Annual review of research-driven candidate scenarios that may fall short of BMP
5D. Review data on irrigated and dryland pasture production and residual dry matter and monitor development of key riparian areas and watersheds	Natural Resource Committee	<ul style="list-style-type: none">Pasture data available qualitative riparian assessments reviewed by committee, water sheds visited and committee recommendations documented



STRATEGIC DIRECTION

#4

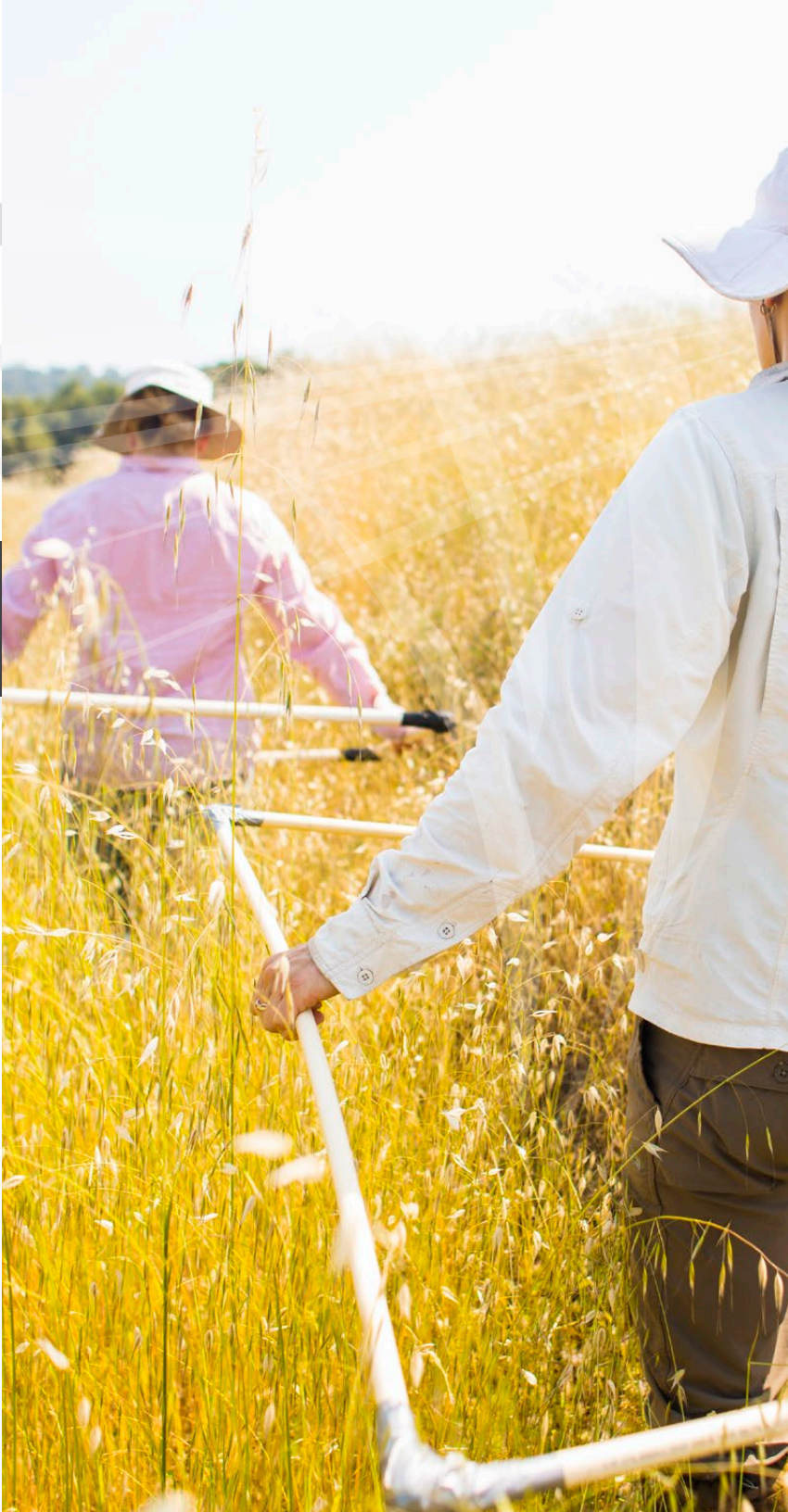
Review and Enhance Staffing Plans and Administrative Processes

Goals

1. Develop long-term staffing plan (staff and academic positions) to meet future research and extension needs.
2. Evaluate research and extension project management (workflow structure / processes) AND key business processes to identify opportunities for improvement.

Intended Outcomes

- Current and future staffing needs are addressed.
- Project management and business processes are improved as needed.



Goal 1: Develop long-term staffing plan (staff and academic positions) to meet future research and extension needs.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
1A. Survey current and perspective researchers to assess ongoing and future staff needs.	SFREC Director and Superintendent	<ul style="list-style-type: none">• Survey results
1B. Assess current staff capacity within existing resources and in relation to anticipated future needs, including succession planning.	SFREC Director and Superintendent	<ul style="list-style-type: none">• Staffing plan documented and implemented
1C. Acquire approval/funding to staff future requirements	SFREC Director and Superintendent	<ul style="list-style-type: none">• Budget for staffing plan developed and approved

Goal 2: Evaluate research and extension project management (workflow structure/processes) AND key business processes to identify opportunities for improvement.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
2A. Survey current researchers and SFREC staff to assess current satisfaction with workflow process and solicit ideas for enhancement.	SFREC Director	<ul style="list-style-type: none">• Existing workflow structure/processes documented• Survey conducted to identify needs for management processes improvement• Revised workflow structure/processes that addresses concerns implemented• Survey with annual research report

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